SUBJECT: Guidance for Chief of Staff (CSA), Army Deployment Excellence Award (DEA) Program, Letter of Instruction.

1. References:

   a. Department of the Army, G-4 DTG 231646Z Jun 99, and Subject: Chief of Staff, Army Deployment Excellence Award Program.

   b. Enclosure 1, Deployment Excellence Award Letter of Instruction, to DALO-TSM Memorandum dated 19 April 2000, Subject: Guidance for Implementation of the Army Deployment Excellence Award.

3.   Purpose: To prescribe responsibilities, requirements, and procedures for the administration of the DEA Program.

4. General: The DEA program is co-sponsored by the DA G-3, Contingency Plans and Mobility, and G-4, Force Projection and Distribution. The Commander, U.S. Army Transportation Center and Chief of Transportation (COT) is the Executive Agent for DEA program administration. The Director, Deployment Process Modernization Office (DPMO) serves as the COT Executive Agent for the administration of the DEA program.

5. Objectives: The primary objectives are:

   o To recognize deploying units, supporting units and installations for outstanding mission accomplishment, which meet or exceed established deployment standards.

   o To capture and share innovative deployment initiatives, which have improved the deployment process.

   o To track Army deployment training trends for doctrinal and training updates.

6. Responsibilities:

   a. The Chief of Staff, Army or his designated representative presents plaques, Certificate of Achievements, and Coins to each of the units and installations selected as DEA winners.

   b.   The DA G-4 will:

(1) Co-sponsor the DEA program.

(2) Provide policy, program guidance, and overall supervision of the program.

(3) Provide DEA funds annually to the United States Army Transportation Center, Chief of Transportation, for administration of the DEA program.

(4) Coordinate and process DEA revised annual memo and letter of instruction for signature.

(5) Determine the most appropriate means of award presentation and coordinate contractual and logistical support for banquet and annual award ceremony.

(6) Serve as the final approval authority for DEA winners and runners-up and coordinate with G-3 to release message to notify winners.

(7) Coordinate the ceremony time, place, and location, and provide appropriate invitations and publicity before the event.

(8) Prepare programs for annual award ceremony, award sequence of events, and prepare seating arrangement for banquet and award presentations.

(9) Prepare Certificates of Achievement for Army Chief of Staff signature, and obtain Coins for all unit winners and runners-up.

(10) Mail winners and runners-up Certificates of Achievement and Coins to DPMO NLT 10 working days before award ceremony.

(11) Coordinate for the CSA or his designated representative to present the awards.

(12) Coordinate lodging, local transportation, and tour, arrangements for winners and runners-up attending the award ceremony in the Washington, DC area.

c. The DA G-3 will:

(1) Co-sponsor the DEA program.

(2) Notify semi-finalist and winners via DA message and participate in DEA annual award ceremony.

(3) Direct Active MACOMs, USARC, and NGB to identify units for participation in DEA Operational Deployment Award competition.

(4) Select six units for DEA Observation Team visits from among nominations received for competition.

(5) Notify MACOMs and DPMO of selected units to activate DEA Observation Team visits.

(6) Provide specific policy and guidance for DEA observation visits.

d. MACOM commanders will:

(1) Promote competitions at all levels of command and develop programs/awards to recognize units and installations participating in the competition process.

(2) Review Unit Deployment nomination packets submitted by subordinate organizations. Select packets for the DEA competition in accordance with instructions and criteria in paragraphs 7 through 9.

(3) Determine or validate which category (deploying unit, supporting unit, installation) a unit is nominated for during the MACOM review process.

e. Commanders for the following MACOMs will each provide one board member annually for the DA DEA evaluation board process:

(1) The United States Army Training Doctrine Command (TRADOC)

(2) The United States Forces Command (FORSCOM)

(3) The United States Army Europe (USAREUR)

(4) The United States Army Pacific Command (USARPAC)

(5) The United States Army South Command (USARSO)

(6) The National Guard Bureau (NGB)

(7) The United States Army Reserve Command (USARC)

f. The following organizations will, on a rotating basis, provide one board member annually.

      (1) United States Intelligence and Security Command (INSCOM)

      (2) United States Army Special Operations Command (USASOC)

      (3) United States Army Corps of Engineers (USACOE)

      (4) United States Army Medical Command (MEDCOM)

      (5) Military Traffic Management Command (MTMC)

      (6) Army Assistant Chief of Staff For Installation Management (ACSIM)

g. The COT will:

      (1) Serve as executive agent for administration of the DEA program.

      (2) Coordinate DEA requirements with G-4 and G-3.

      (3) Develop and coordinate updates and modifications to policy and administrative instructions.

      (4) Develop and maintain security of evaluation protocols used to select semi-finalists, runners-up, and winners.

      (5) Convene the DA DEA evaluation board and select validation teams.

      (6) Appoint the President for the DEA Evaluation Board (COL/LTC or GS 14/13).

      (7) Provide two deployment subject matter experts as board members on the DEA Evaluation Board.

      (8) Provide three deployment subject matter experts for validation teams (one per team, minimum rank level of CPT, or SFC).

(9) Appoint a secretariat for the DEA Evaluation Board.

(10) Provide three Team Chiefs (LTC/MAJ or GS 12/13) for the validation teams.

(11) Recommend, upon completion of Phase II recommended semifinalist/ and DEA winners and runners-up to G-4 for approval.

(12) Coordinate and procure awards (e.g., shadow boxes, plaques, etc.) for winners and runners-up.

(13) Dispatch Validation Teams.

7. DEA Deployment Excellent Award

a. General. Units and installations may self nominate and compete within their component (Active, USAR or ARNG) and deployment category (see Table 1). Additionally, units may be nominated by their MACOM to compete in the operational deployment category (see 7.b. (5)

(1) A unit may only compete in one component and category.

(2) A multi-component unit would compete as stated on the unit's MTOE document.

(3) An active component platoon in the multi-component unit could compete as an active small unit or supporting unit based on their derivative UIC while a reserve component platoon of the same unit could compete as a small or supporting unit.

(4) A multi-component unit at company level could compete as a small unit or have two platoons competing in different categories, but not both.

b. Award Participation Process. Competing units and installations must fall within these definitions to be nominated.

(1) Deploying unit:

o Any TOE or TDA combat, combat support or combat service support unit (derivative UIC to brigade size) with a deployment mission.

o The unit must have demonstrated ability to deploy by executing an actual deployment (e.g. war, contingencies, training, humanitarian relief, or National/State emergencies) within the competition year (1 Apr 02 – 31 Mar).

o Deployment begins at the unit's origin and ends at the unit's final destination or employment area (tactical assembly area, Corps assembly area, annual training site or other location designated by the unit's mission).

o The ultimate determination on whether a unit movement constitutes a deployment within the intent of the DEA program is made by their MACOM on a case-by-case basis.

o Units can compete as:

o Large Unit: Battalion and above

o Small Unit: Company and below

(2) Deploying task forces (up to Brigade/Group size may compete, but must be submitted under one UIC (e.g. a battalion that was task organized with units not organic to the battalion would submit under the battalion's UIC).

(3) Supporting Unit – Any TOE or TDA combat, combat support or combat service support unit (derivative UIC to brigade size) that has demonstrated the ability to support an actual deployment (e.g. war, contingencies, training, humanitarian relief, or National/State emergencies) within the competition year.

(4) Installation – Any fixed military installation or installation command (e.g. Garrisons, Area Support Group [AGG], Base Support Group [BSB]), Barracks, Armory, State Area Command, or Camp which has demonstrated the ability to support an actual deployment (war, contingencies, training, humanitarian relief, or National/State emergencies) within the competition year.

(5) Operational Deployment

o General. Beginning with the 2003 Competitive Year, units deploying on operational missions can compete for awards in the new operational deployment category. This new category eliminates most administrative requirements (unit deployment packet is not required) and expands participation possibilities for all Army units. A large (battalion and above) and small (company and below) unit will be recognized annually for

operational deployments that met or exceed the deployment standards outlined in DEA LOI Appendix A.

     o Criteria. Operational deployments involve short lead times, are in support of operational missions like the war on terrorism, peacekeeping, humanitarian relief, and includes preparation and submission of time phased force deployment data (TPFDD). See Table #1

     o Award Participation Process. The Army G-3 in consultation with the MACOMs will select units to compete in the operational deployment category. Units will receive four days notice prior to observation. A deployment observation team from the Transportation School's Deployment Process Modernization Office will observe and score the deployment. The observation team will forward the score for the deploying unit to the DEA board for competition with other units.

     o Commanders of the following MACOMs: INSCOM, USAMEDCOM, MTMC, USACE, and USACIDC are to identify one unit for consideration in each category. The Army G-3 will notify Command by DA message.

     o Commanders of the following MACOMs: FORSCOM, NGB, USARC, USAREUR, USARPAC, USASOC, and USARSO are to identify two units for consideration in each category.

     o The observation team will monitor the deployment focusing on process, C2, and timeline. The observation teams may spend up to a week observing the deploying unit. The team observations will be conducted as outlined in DEA letter of instruction and Appendix A checklist.

     o The Observation teams are deployment node, not unit, centric. They will not interfere with the deploying unit. The teams can, however, offer assistance.

Table 1. DEA Categories

Component	Category	Remarks
Active Component	Deploying Unit (large unit)	Battalion and above
	Deploying Unit (small unit)	Company and below
	Supporting Unit	
	Installation	

USAR	Deploying Unit (large unit)	Battalion and above
	Deploying Unit (small unit)	Company and below
	Supporting Unit	
	Installation	
ARNG	Deploying Unit (large unit)	Battalion and above
	Deploying Unit (small unit)	Company and below
	Supporting Unit	
	Installation	
Active, USAR, and ARNG units	Operational Deployment (e.g. war, peace-keeping, urgent humanitarian relief, and/or National/State Homeland Defense emergencies) within the competition year.	Battalion and above
Active, USAR, and ARNG units	Operational deployment	Company and below

8. **DEA Award Criteria:** Units and installations competing for the DEA standard awards are evaluated on their ability to plan and execute a deployment or deployment support mission. Units and installations are only permitted to compete for the award based on a single deployment or deployment support event (e.g. contingency operation, JRTC, humanitarian assistance, etc.) that the unit/installation participated in during the award competition year (1 Apr – 31 Mar). This event has to be identified by the unit or installation as the basis for the award in the unit deployment packet submitted by each competing unit or installation.

Note: Nominations packets received, which addresses multiple events or contingencies within the competition year, will not be considered.

   a. Meeting Deployment Standards: Evaluation of this area is based on the checklists (outlined in Appendix A), which contain minimum deployment standards and procedures. The checklists are not all-inclusive; they are provided as a guide to assist units and installations during deployments and as a means for

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documenting the accomplishment of deployment standards and procedures. The checklists are designed for use at team to brigade/group level. Other checklists or documents used must meet or exceed the checklist at Appendix A and must be included in the award submission packet.

   b. Meeting Deployment Timelines: Units and installations are evaluated on their performance meeting deployment or support timelines. Units are required to state whether they arrived at key nodes and destination within timelines established by the deployment order/directive, TPFDD, installation/unit/MACOM flow schedule, or other directive document. Supporting units and installations must state whether required deployment support was in place within timelines.

   c. Deployment Complexity: This evaluation area considers the complexity of the deployment or deployment support mission. Complexity factors could include mission lead time, single or multi-modal deployment, task force organization, unit organization (e.g. soldiers from several different units formed to make a team), command and control requirements, special training needs, and use of new deployment systems or technologies.

   d. Progress Towards Deployment Excellence: Units and installations competing for the DEA are strongly encouraged to submit deployment initiatives that have improved the deployment process. This includes forwarding any deployment lessons learned that have been instituted to correct deficiencies.

9. Nominating Restrictions: Nominations for the DEA board are accepted from the following organizations:

   o US Army Europe and Seventh Army

   o US Army Forces Command

   o US Army Pacific

   o US Army South

   o National Guard Bureau

   o US Army Corps of Engineers

   o US Intelligence and Security Command

o US Army Medical Command

o US Army Military Traffic Management Command

o US Army Special Operations Command

o US Army Training and Doctrine Command

o US Army Reserve Command

o US Army Assistant Chief of Staff For Installation Management

a. Each Active organization (less FORSCOM and ACSIM) may submit a maximum of four nominations in any category to the DEA board NOTE: FORSCOM may submit twelve nominations and ACSIM may submit eight nominations.

b. MACOMs listed below must forward their Reserve Component nominations to the United States Army Reserve Command (USARC).

o FORSCOM

o USAREUR

o USARPAC

o INSCOM

c. Active and Reserve Installations, Barracks, and Camps must forward nominations through their Installation Regional Office to the Installation Management Agency (ATTN: Ms. Ernestine Tyler).

d. USARC may submit twelve nominations in any category to the DEA board.

e. National Guards units and installations must forward nominations through States to the National Guard Bureau. The NGB may submit twelve nominations in any category to the DEA board.

10. Submission of Nominations Packages:

a. Detailed instructions for preparing and forwarding the unit and installation nomination packets are in Para 11 of this memorandum. Units and installations will submit nomination packets through command channels to their appropriate MACOM.

b. Active MACOMs, USARC, and the NGB will review, select, and endorse nomination packets and forward to the DEA board. Units will not send UDP packets to DPMO or the DEA board. Active MACOMs, ACSIM, USARC, and NGB, please forward the original nomination packets, by Express registered mail, to arrive NLT 21 April 03.

c. Mailing address is as follows:

> Commander
> United States Army Transportation Center
> Deployment Process Modernization Office (DPMO)
> ATTN ATSP-DP
> BLDG 705 ROOM 221
> Fort Eustis, VA 23604-5000

d. Submission of nomination packets to the board constitutes consent for packets and materials to be retained in the custody of the board president for disposition and consent for an on-site validation/evaluation of the unit.

10. Award Selection Process:

a. Receive nominations (21 April): Active MACOMs, ACSIM, USARC, and NGB nomination packets are due to the DEA board secretariat NLT 21 April 03.

b. Screen nominations (5-16 May 03)

(1) DEA Board screens nominations.

o The board convenes to evaluate unit nomination packets.

o Screen results of six to twelve Observation visits and select one Operational deployment winner and one runner up for Brigade award, Battalion award and Company award.

o Screen all AC, ARNG, and USAR nomination packets and select 24 semi-finalist.

o Two semi-finalist are eligible for selection in each category (large deploying units, small deploying unit, supporting unit, and installation), and in each component (AC, USAR, and ARNG).

o DPMO will develop evaluation guidelines for scoring and criteria for each packet.

o The total evaluation score is 50% board and 50% on-site evaluations.

(2) The evaluation board will consist of a Board President, Board Secretariat, and 10 board members as follows:

o FORSCOM

o USAREUR

o TRADOC

o USARPAC

o USARSO

o USARC

o NGB

o Rotating MACOM (e.g. MEDCOM, USASOC, INSCOM, USACOE, and MTMC)

o DPMO

o DPMO

(3) The COT will appoint a President of the Board (COL/LTC or GS 14/13).

(4) The Board Secretariat is not a board member.

(5) Master Sergeant through Sergeant Major, Captain through Lieutenant Colonel, or civilian equivalent may serve on the board and must have expertise or background in deployment operations involving movement of forces.

c. On-site evaluation of semi-finalist:

(1) The purpose of the on-site evaluation is to validate the nomination packet, unit deployment training and readiness, and to confirm deployment innovations and lessons learned.

(2) The DPMO will develop standard evaluation sheets based on the DEA award evaluation criteria.

(3) There will be three 2-person evaluation teams.

- DPMO will provide the Team Chiefs (LTC/MAJ or GS 13/12).

- The COT will provide deployment subject matter members (minimum rank level of CPT, SFC).

d. Selection of winners: The DEA evaluation board secretariat compiles the results and identifies the potential winners and runners-up. The DEA evaluation board president confirms the results and recommends winners and runners-up to Army G-4.

e. Announcement of winners: Army G-3 and G-4 have the final approval authority and will notify the winners and runners-up by DA message.

f. Presentation of Awards: the Chief of Staff, Army, or his designated representative presents Awards.

11. Unit/Installation Nomination Packet – (see SAMPLE BINDER on DEA web page):

a. General Instructions:

(1) The nomination packet:

o Prepared in a standard format per Para 11b and 11c.

o Submitted in a three-ring binder, not to exceed one inch in thickness.

o Binder covers are labeled with:

— Component and category of competition

— Unit designation

— MACOM

— MTOE/TDA number, and Unit Identification Code (UIC)

— Unit message address

— Unit email address

— Unit mailing address

— Unit phone and fax numbers.

(2) All evaluation areas (meeting deployment standards, meeting deployment timelines, deployment complexity, and progress toward deployment excellence) must be addressed in a narrative.

o Narratives for each TAB will not exceed three typewritten pages.

o Enclosures are separate from the narrative and will not count against the three-page limit.

o Photographs and supporting diagrams (e.g. power point slides, schematics, and newspaper pictures) may be included in the unit's UDP submission.

o The supporting pictures and diagrams should be used only if they enhanced or clarify the unit's mission, deployment activities, or organizational structure.

(3) Submissions should be unclassified: If required, essential classified information (up to SECRET) may be submitted. If secret information is submitted, the entire packet must be correctly marked. The packet is forwarded in accordance with physical security guidelines. If a classified packet is submitted, the nominating MACOM must notify DPMO by mail at ATSP-DP, ATTN: Mr. Henry Johnson, Fort Eustis, VA 23604-5000, by phone DSN: 826-1833 or COMM: (757) 878-1833 or FAX: (757) 878-1834 or by email johnsonh@eustis.army.mil NLT three days before mailing the packet.

(4) Nominations submission are forwarded by Federal Express or via registered mail to the:

Commander

US Army Transportation Center and Fort Eustis

ATTN: Deployment Process Modernization Office

ATSP-DP

Building 705 Room 221

Fort Eustis, VA 23604-5000

b. Part I – Administrative.

(1) Table of Contents. List all parts and tabs of the UDP in the table of contents.

(2) Tab A – Mission Statement. Identify the unit or installation mission. Briefly explain what the unit or installation does during daily operations, including descriptive factors such as area of operations, number of personnel involved, and any other areas that help identify the scope of the unit's mission.

(3) Tab B – Endorsements. Provide the MACOM/Agency Commander's (or their representative's) endorsement. Units and installations may also include other endorsements from the chain of command and copies of any deployment related awards and commendations.

(4) Tab C – Unit Point of Contact including:

o primary and two alternates name, rank, position

o unit address

o DSN/Commercial telephone and fax numbers

o POC for supporting installation (deploying unit)

o POC for supported unit (installation/supporting unit)

o. Name and location of nearest commercial airport and directions to unit location and recommended hotel including telephone number.

(5) Tab D – Personnel and Equipment Data. Provide a copy of the MTOE/TDA personnel and equipment recapitulation that identifies required and authorized personnel and equipment. Discuss any personnel and/or equipment shortages that had a significant impact on the unit's/installation's deployment activity.

c. Part II – Areas of Evaluation.

(1) Part II consists of a narrative description of the deployment event/activity that the award submission is based on and supporting narratives and documentation for each of the four major evaluation areas: meeting deployment standards, meeting

deployment timelines, deployment complexity, and progress toward deployment excellence.

       (2) The narrative for the deployment event description and for each evaluation area must not exceed three typewritten pages.

       (3) Supporting documents may be provided in enclosures and do not count against the narrative page limit.

       o Tab A – Deployment Event Description. Competing units/installations identify and discuss the one deployment event (e.g. JRTC, a JCS or DA exercise, a contingency operation) that the award nomination is based on. This discussion includes as a minimum

         - Higher headquarters directives or mission statements that task the competing unit or installation with the deployment event/activity.

         - The unit or installation mission statement for accomplishment of the deployment event. Include specified and implied tasks to accomplish the mission.

         - A description of the event scenario and unit or installation activities to deploy or support a deployment. Include identification of deployment accomplishments.

         - Award submissions describe the flow of personnel and equipment through key nodes. Example: Vehicles moved from the installation to the installation staging area for inspection. Wheeled vehicles were convoyed to the port. Tracked vehicles were railed to the SPOE. Vehicles were processed by PSA and load on a vessel. Vehicles arrived at SPOD and were off-loaded. Select unit personnel arriving by air and were moved to the SPOD to take possession of vehicles. Vehicles then prepared for onward movement and convoyed to ISB, TAA, etc.

         - Include AUEL and DEL used for the deployment.

         - Supporting unit and installation describe the scope of support provided, including support location. For example, Provided DACG at airfield to process personnel and equipment chalks in support of the operation. DACG organization consisted of ___ personnel and support equipment, which processed ____ equipment and passengers.

o Tab B – Meeting Deployment Standards. Evaluation of this area is based on the unit or installation's ability to meet established deployment standards. The UDP should include a copy of checklist used and narrative should include discuss on deployment process of items used listed on the checklist or procedure used to ensure deployment standards were met. See Appendix A checklists.

o Tab C – Meeting Deployment Timelines. Units and installations will be evaluated on their ability and performance in meeting deployment or deployment support timelines. Narratives must include internal/external timelines required throughout the deployment. Timelines can be based on Time Phased Force Deployment List (TPFDL), call forward messages, installation or unit movement flow tables/schedules, and all other applicable movement directives. Reference the document (TPFDL, call forward message, movement order, flow table, etc.) that established the timeline. Supporting units and installations will be evaluated on their ability to establish and execute the required deployment support IAW timelines established by orders, directives, or other applicable documents (e.g. RSOP, SOPs). Supporting units must identify the documents that established the timelines.

o Tab D – Deployment Complexity. This evaluation area considers the complexity of the deployment or deployment support mission. The narrative must include discussion of the following complexity factors.

- Mission lead-time available

– Single for multi-modal deployments

- Task Force organization (e.g. equipment type and density.

- Internal command and control requirements

- Changing requirements and the unit's flexibility and responsiveness in accomplishing the requirement

- Theater certification training and other special training requirements

- Use of new systems or technologies (e.g. TC-AIMS II, radio frequency tags, satellite tracking systems)

If any of the above complexity factors are not applicable, indicate it in the narrative. The narrative should also include discussion of any other factors that the competing unit or installation viewed as contributing to the complexity of the deployment activity/event.

      o Tab E – Progress Toward Deployment Excellence. An important part of the DEA Program is to recognize outstanding deployment accomplishments to capture and share successful initiatives. Units and installations competing for the DEA should note deployment initiatives that have improved the deployment process. Appropriate documentation such After Action Reviews (AAR s), lessons learned, or initiatives that were the basis for Center for Army Lessons Learned (CALL) items may be included as enclosures.

12. Publicity.

  a. To enhance DEA program recognition, all commands should aggressively publicize the DEA program winners. This is accomplished through public affairs officers and may include announcements of winners in local newspapers and hometown news releases. These announcements should include background information about the Army-wide aspects of the CSA DEA program and its positive impact on unit deployment readiness.

  b. The DEA co-sponsors will receive appropriate recognition and publicity for their sponsorship of the DEA program.

  c. The USATC&FE will ensure that DEA events and achievements are updated and forwarded to its Public Affairs Office.

  d. For historical purposes, commanders will submit publicity information and photographs for historical purposes to the:

      Commander

      US Army Transportation Center and Fort Eustis

      ATTN: Deployment Process Modernization Office

      ATSP-DP

      Room 225, Bldg 705

      Fort Eustis, VA 23604-5000